

2003 0455
IGSL

WEST HOLLYWOOD

VISION 2020 STRATEGIC PLAN



2003 0455

WEST HOLLYWOOD
VISION
2020
STRATEGIC PLAN

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

SEP 19 2003

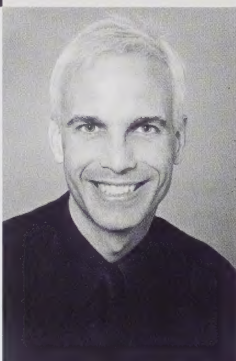
UNIVERSITY OF CALIFORNIA



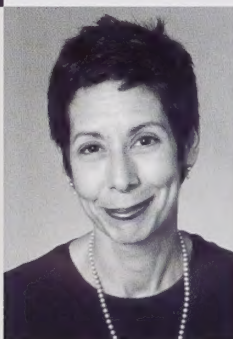
SAL GUARRIELLO
MAYOR



JOHN J. DURAN
COUNCILMEMBER



JOHN HEILMAN
COUNCILMEMBER



ABBE LAND
COUNCILMEMBER



JEFFREY PRANG
COUNCILMEMBER



WEST HOLLYWOOD
CITY COUNCIL
2002-2003

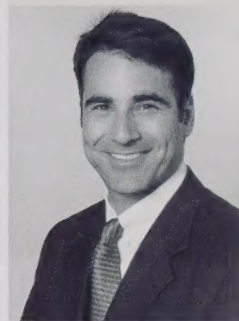
DEAR CITIZENS OF WEST HOLLYWOOD

I am pleased to present you with Vision 2020 — the Strategic Plan that will chart the course the City of West Hollywood will travel over the next 10 to 20 years. This document has been more than a year in the making and is the result of a great deal of dedication on the part of the people who live and work in our community. We reached out. You responded. You took the time and made the effort to attend many workshops designed to solicit your views. We listened. This document belongs to you.

I am also grateful to our City Hall staff for the enormous amount of work they did in reaching out to you, culling your views, organizing them, and, ultimately, finalizing them into the book you are now holding.

West Hollywood is a jewel. I am proud to be part of it. My sincere thanks to you all and to our City Council for providing us with the leadership to undertake and complete this project.

Paul Arevalo
City Manager



PAUL AREVALO,
CITY MANAGER

ACKNOWLEDGEMENTS

VISION 2020 PRODUCTION TEAM

PAUL AREVALO
City Manager

KATHRYN REYNOLDS KRIETZMAN
Project Manager

BRYAN COOK
Project Coordinator

HELEN J. GOSS
Executive Team Consultant

LOUISE GRASMEHR
Project Lead Staff

MILDRED RAMOS-MAJOROS
Project Lead Staff

OTHER EXCEPTIONALLY HELPFUL PROJECT STAFF

JOHN CHASE, JUDITH WRIGHT,
DAPHNE DENNIS, KIM PATTERSON,
JOHN KEHO, BETH ROSEN, TATIANA
RODZINEK, TIM FOY, BOB ABRAHAMS,
JESSE LAWSON, KENT EGENBERGER, BRETT
WHITE, PRENTIS BONDS, MATTHEW
LYNCH, GARY MARTINEZ, MARIO
MENDEZ, NANCY BEARD,
BRENDA BUNNELL, BETH SMITH, JAMES
ROGOVOY, MICHELLE BELL, DEBORAH
MEADOWS, JEFFREY HUFFER, LARISSA
FOOKS AND DAVID WILLIAMS

COMMUNITY STRATEGIC PLANNING TASKFORCE

RIC ABRAMSON, AIA
BRAD BURLINGAME
JOSÉ CARRILLO
JIM CURTIS
LAURA FRAKES
PONSELLA GRATTON
GREG HARLESS
PAM KULIK
HELEN LEVIN
ROXANNE REAVER
ANNE SEMONCO
BONNIE SMITH
KATHY WATT

THE WEST HOLLYWOOD COMMUNITY

THE WEST HOLLYWOOD CHAMBER OF
COMMERCE

THE WEST HOLLYWOOD CONVENTION &
VISITORS BUREAU

MOORE IACOFANO GOLTSMAN INC.
CONSULTANTS
PAT McLAUGHLIN, GAIL CONNERS,
SAM GENNAWEY, LOU HEXTER

PUBLICATION TEAM

Graphic Design
RIKKI POULOS

Photography
JOSH BARASH
RICHARD SETTLE

DEPARTMENT HEADS AND DIVISION MANAGERS

PAUL AREVALO
City Manager

MICHAEL JENKINS
City Attorney

CHRISTI HOGIN
Assistant City Attorney

DAVID J. LONG
Incoming Captain, Los Angeles County
Sheriff's Department

LYNDA CASTRO
Outgoing Captain, Los Angeles County
Sheriff's Department

MIKE DYER
Deputy Chief, Los Angeles County
Fire Department

REGINALD LEE
Incoming Assistant Chief, Los Angeles
County Fire Department

PAUL SCHUSTER
Outgoing Assistant Chief, Los Angeles
County Fire Department

RAY REYNOLDS
Director of Economic Development

RICHARD ODENTHAL
Public Safety & Community Services
Administrator

TOM BENEDETTI
Acting Code Compliance Manager

VIVIAN LOVE
Director of Administrative Services

LUNITA RODRIGUEZ
Human Resources Manager

VIVIAN LOVE
Interim City Clerk

ANNE BROWNING MCINTOSH
Interim Director of Community
Development

SUSAN HEALY KEENE
Planning Manager

STEVE BAILEY
Building & Safety Manager

ANIL GANDHY
Director of Finance & Technology Services

JUDITH WRIGHT
Budget & Payroll Manager

BRIAN GANLEY
Information Systems Manager

JOHN ADAMS
Acting Accounting Services Manager

DAVID HATCHER
Acting Revenue Management Manager

LLOYD LONG
Director of Human Services

DAPHNE DENNIS
Social Services Administrator

SAM BAXTER
Facilities & Landscape Manager

NANCY BEARD
Recreation Services Administrator

HELEN J. GOSS
Director of Public Information & Adjudication
Services

CHRISTOF SCHROEDER
Adjudication Services Manager

ALLYNE WINDERMAN
Director of Rent Stabilization & Housing

MARNEY ANN HULL
Rent Information & Records Manager

JEFFREY SKORNECK
Housing Manager

JOAN ENGLISH
Director of Transportation & Public Works

SHARON PERLSTEIN
City Engineer

TERRI SUMMER
Transportation & Transit Manager

OSCAR DELGADO
Parking Manager

Mayor
SAL GUARRIELLO

Council Deputy
DONNA SAUR

Councilmember
JOHN J. DURAN

Council Deputy
HERNAN MOLINA

Councilmember
JOHN HEILMAN

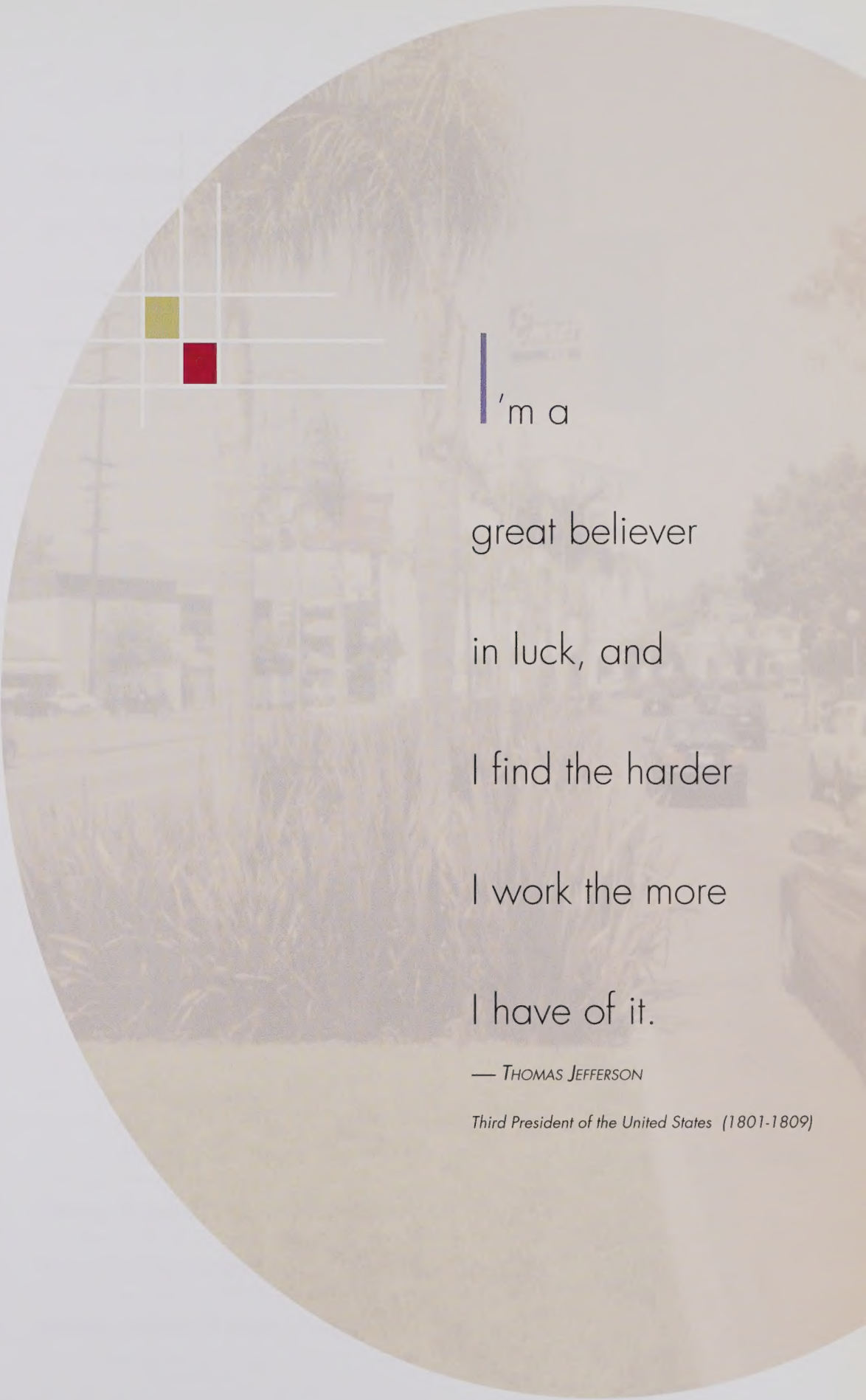
Council Deputy
FRAN SOLOMON

Councilmember
ABBE LAND

Councilmember
JEFFREY PRANG

Council Deputy
HOWARD JACOBS

With special thanks to outgoing
Councilmember
STEVE MARTIN
and
Council Deputy
SARAH BRADSHAW
for their participation
in the process.



I'm a

great believer

in luck, and

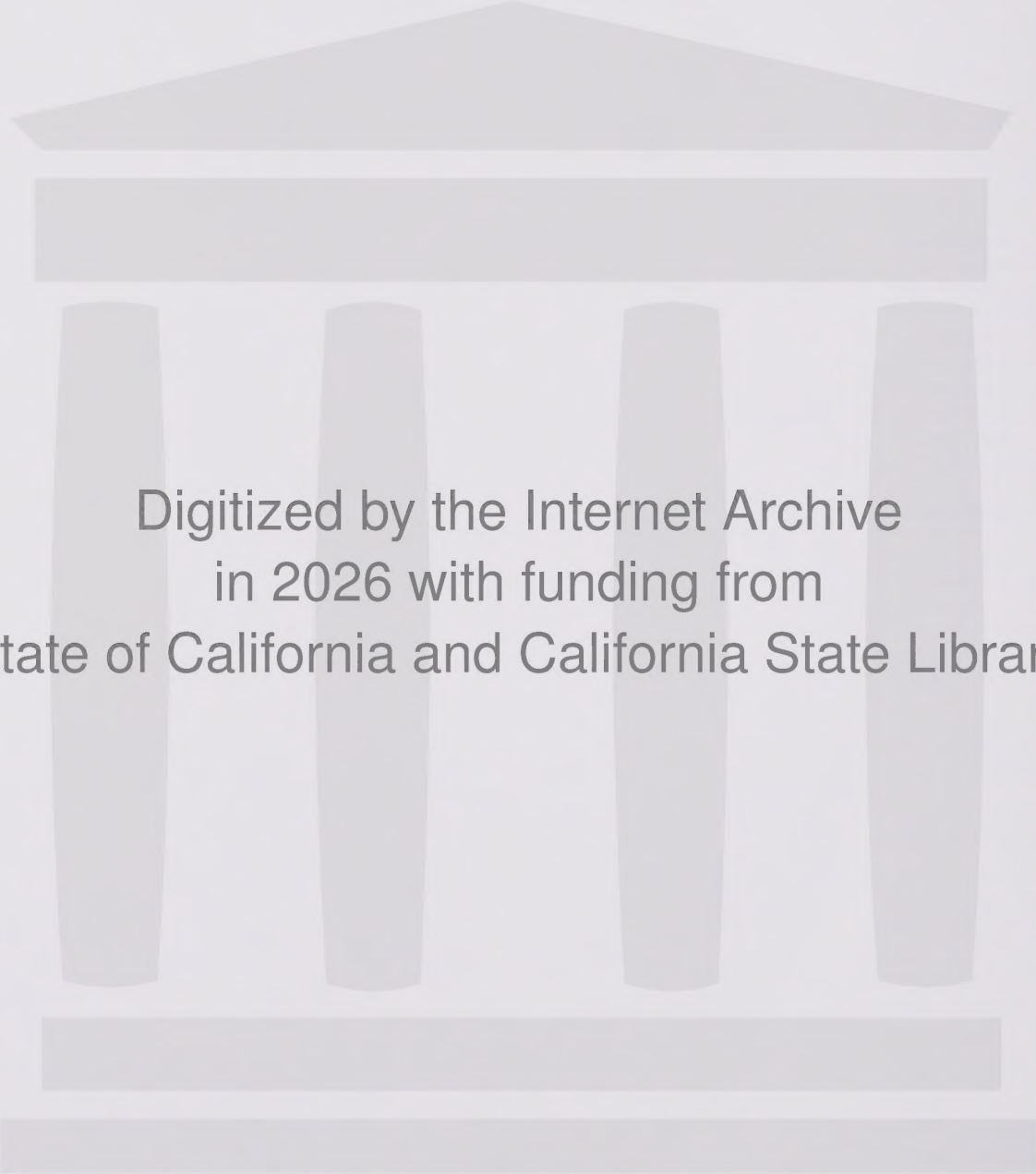
I find the harder

I work the more

I have of it.

— THOMAS JEFFERSON

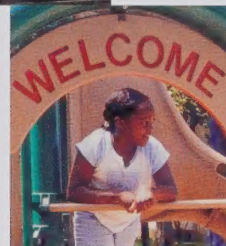
Third President of the United States (1801-1809)



Digitized by the Internet Archive
in 2026 with funding from
State of California and California State Library

A vertical collage of 10 color photographs showing various scenes from the 1950s Hollywood Boulevard. The images include:

- 1. A street view with a "HOLLYWOOD" sign and a "Public Parking" sign.
- 2. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 3. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 4. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 5. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 6. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 7. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 8. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 9. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.
- 10. A view of the "HOLLYWOOD" sign and a "Public Parking" sign.





MISSION STATEMENT 2020

VISION 2020



AS A PREMIERE CITY,
WE ARE PROACTIVE IN
RESPONDING TO THE
UNIQUE NEEDS OF OUR
DIVERSE COMMUNITY,
CREATIVE IN FINDING
SOLUTIONS TO MANAGING
OUR URBAN ENVIRONMENT,
AND DEDICATED TO
PRESERVING AND ENHANCING
ITS WELL BEING.

WE STRIVE FOR QUALITY
IN ALL OUR ACTIONS,
SETTING THE HIGHEST
GOALS AND STANDARDS.



CORE VALUES 2020

Respect and Support for People

We recognize and celebrate the diversity of our community by treating all individuals with respect for their personal dignity and providing a wide array of specialized services. We promote mutual respect, courtesy, and thoughtfulness in all interactions with our citizens and with each other.

Responsiveness to the Public

We hold ourselves accountable to the members of our community and are committed to actively seek public participation. We promote an open process through which we can respond to our constituents' needs while balancing competing interests and diverse opinions.

Idealism, Creativity and Innovation

We value our artistic richness and support idealism and creativity. We are dedicated to consistently finding innovative and improved solutions in providing the best public services possible.

Quality of Residential Life

We maintain a balanced sense of community by protecting quality of life, preserving our historic neighborhoods, safeguarding housing affordability, and proactively governing growth with care and thought.

Economic Development

We recognize that economic development is essential to maintaining quality of life for the entire community. We support an environment where our diverse and eclectic businesses can flourish, and seek to encourage mutually-beneficial and integrated relationships between them and our residents.

Public Safety

We protect the personal safety of the people who live, work, and visit in West Hollywood. We also safeguard the community from the threats of natural, technological and other hazards. Through preparation and planning, we minimize the effects of these disasters.

Responsibility for the Environment

We make it our responsibility to protect and improve our natural and developed environments, pursuing opportunities to preserve and create open and green spaces in our unique urban setting. We initiate partnerships with other cities and agencies to address regional and global environmental challenges.

Primary Strategic Goals 2020

MAINTAIN THE CITY'S UNIQUE URBAN BALANCE WITH EMPHASIS ON RESIDENTIAL NEIGHBORHOOD LIVABILITY

Recognize diverse and competing interests, and work to find balance.



AFFORDABLE HOUSING

Protect and enhance affordable housing opportunities, with emphasis on Rent Stabilization laws.



FISCAL SUSTAINABILITY

Monitor, protect and increase City resources.

DEVELOP PARKING OPPORTUNITIES

Explore the creation of off-street parking opportunities near all business districts.



MOVE FORWARD ON CITY PARKS AND LIBRARY AND EXPAND AND ENHANCE THE CITY'S GREEN AND PUBLIC SPACES

Complete the Park(s) Master Plan process and Library Project, and create and encourage more public open spaces wherever feasible.



Ongoing Strategic Programs 2020



ADAPTABILITY TO FUTURE CHANGE

Through strategic planning, anticipate and plan for the future to ensure that we are providing relevant programs and policies.

INSTITUTIONAL INTEGRITY

Maintain and enhance government integrity in all City operations and the efficient delivery of services.

PROMOTE ECONOMIC DEVELOPMENT WHILE MAINTAINING BUSINESS VITALITY & DIVERSITY

Recognize the strength of our diverse business economy.

TRANSPORTATION SYSTEM IMPROVEMENT

Work to improve vehicular, pedestrian, and bicycle traffic.

SUPPORT PEOPLE THROUGH SOCIAL SERVICES

Continue to expand Social Services programs as appropriate to needs of the changing demographics.

VALUE AND ENCOURAGE OUR BROAD DIVERSITY OF CULTURES

Provide an environment that nurtures the variety of ethnicity, age and sexual orientation that uniquely defines the West Hollywood community.

COLLABORATIVE PUBLIC SAFETY

Promote traditional and non-traditional approaches to public safety, recognizing diversity and community involvement.

ENHANCE THE CULTURAL AND CREATIVE LIFE OF THE COMMUNITY

Continue to expand cultural and arts programming including: visual and performing arts, cultural and special events, and the City's Cultural Heritage and Historic Preservation Programs.

UPGRADE EXISTING BUILDINGS & INFRASTRUCTURE

Recognize the need to shore up aging housing and make other private improvements, as well as invest in the City's infrastructure.

EAST SIDE REVITALIZATION

Through the Community Development Commission and the Project Area Committee, continue to explore opportunities to enhance the City's East Side.

COMMUNITY EDUCATION

Encourage civic engagement through public outreach.

ACTIVELY PARTICIPATE IN REGIONAL ISSUES

Effectively work and partner with our neighboring governmental agencies.

ENHANCE AND EXPAND DISABILITY ACCESS THROUGHOUT THE CITY

Encourage greater awareness and implementation of the Americans With Disabilities Act regulations.

ENHANCE TECHNOLOGY AND ACCESS FOR THE CITY AND ITS CITIZENS

Recognize the need to maintain the City's technology infrastructure and expand access of resources to our community.

VISION

WHERE WE WERE, WHERE WE ARE,

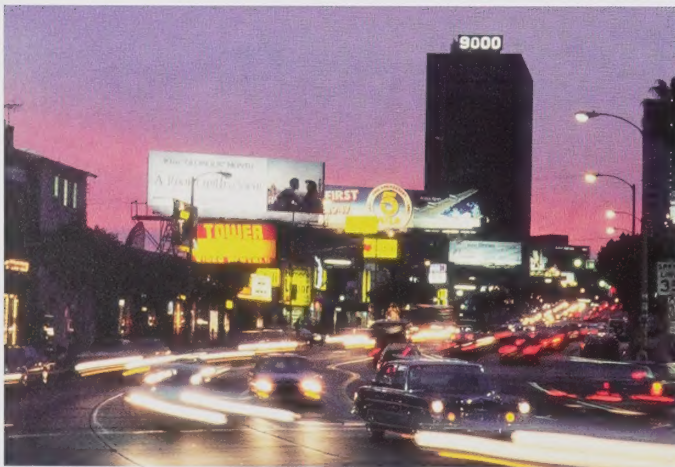
CORE VALUE

RESPECT AND SUPPORT FOR PEOPLE

We recognize and celebrate the diversity of our community by treating all individuals with respect for their personal dignity and providing a wide array of specialized services. We promote mutual respect, courtesy, and thoughtfulness in all interactions with our citizens and with each other.

A piece of art is, by unwritten definition, one-of-a-kind. West Hollywood is a piece of art and a piece of work — a City with boundless energy and an unlimited future. The singular nature of its diverse constituency combined with its size, geographic placement and economy has resulted in a tapestry of textures and shapes that is a piece of art unto itself. A mosaic that also functions as a municipality.

The town originally known as Sherman grew up around the Los Angeles Pacific Railway terminal erected near the corner of Melrose Avenue and San Vicente Boulevard. In the early 1920s it proclaimed itself West Hollywood and gradually gained legendary status as an entertainment hub, attracting movie companies, cast and crew, designers, writers and decorators. Nightclubs, movie studios and restaurants proliferated.



The era of Prohibition played a significant role in the area's growth. As an unincorporated part of Los Angeles County, West Hollywood was beyond the grasp of the L.A. Police Chief, and Sunset Boulevard and Santa Monica Boulevard became a haven for movie stars, mobsters, artists, Gay and Lesbian people, and many others to enjoy a range of freedoms that were not available elsewhere. Through the years the area also became home to successive waves of Russian-speaking immigrants in search of the freedom of living in a democracy.

In 1984, driven by the desire for Rent Control, Gay and Lesbian rights, human rights, and local control over development and finances, West Hollywood became formally incorporated as its own City. With its diversified population of Gay and Lesbian residents, Seniors, Russian-speaking immigrants, and citizens devoted to preserving and enhancing individual rights, the City has established itself on the cutting edge of important social movements both as a community and as a municipality. Called *The Creative City* for its collection of art, design and architecture, it is also creative in its personal and compassionate approach to City government.



With a diversified population of Gay and Lesbian residents, Seniors, and Russian-speaking immigrants, the City has long been on the cutting edge of important social movements both as a community and as a municipality.

2020 WHERE WE'RE GOING

Incorporated: November 29, 1984,
the 84th City in Los Angeles County

City Manager/City Council form of government

1.9 square miles (bordered by the City of Los Angeles at La Brea Avenue on the east, Sunset Boulevard on the north, portions of Melrose Avenue and Beverly Boulevard on the south, and the City of Beverly Hills at Doheny Drive on the west)

Population: 35,716
(approximately 18,998 people per square mile)
(Source: US Census 2000)

Male:	19,732
Female:	15,984
Gays and Lesbians:	37% (Source: City of West Hollywood)
Senior Citizens:	19%
19 Years & Younger:	6%
Russian-Speaking Immigrants:	9%
Latino:	9%
U.S. Citizens:	84%
People Living With HIV:	8-11%
People Living With AIDS:	3%

Age: The 2000 Census states that West Hollywood's median age is 39 years, exceeding Los Angeles County's median age of 32. Almost half of the City's population consists of adults 25 to 44 years old.

Income: Based on Census 2000, 33% of West Hollywood's residents have incomes of \$35,000 – \$74,999, 22% have an income of \$75,000 or more, and the rest fall below those figures.

Education: Census 2000 also tells us that 60% of the City's residents have attended some college or obtained a degree, and 16% hold a graduate degree.



ONGOING STRATEGIC PROGRAM

VALUE AND ENCOURAGE OUR BROAD DIVERSITY OF CULTURES

Provide an environment that nurtures the variety of ethnicity, age and sexual orientation that uniquely defines the West Hollywood community.

People who live and work in West Hollywood have a strong sense of pride in the City's civic and legislative responsiveness. At the same time, it is home to some of the hottest nightspots and most renowned restaurants in Southern California. Morton's (of Academy Award fame), The Lounge, Rage, Micky's, Here, the Roxy, the Viper Room, the Whiskey A Go-Go, Skybar, and the tremendously popular House of Blues entertain, offer serious food and attract celebrities on a regular basis.

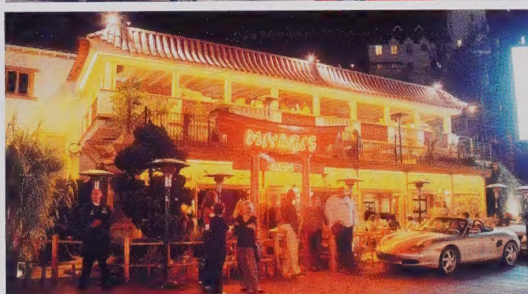
THE CREATIVE CITY HAVING

...stay in the elegant hotels, watch the pretty people, and enjoy the world-famous Sunset Strip, the sizzling nightlife, and the Gay and Lesbian-oriented bars on Santa Monica Boulevard.



The annual Halloween Carnival draws crowds in the vicinity of 400,000 and the Christopher Street West Lesbian, Gay, Bisexual & Transexual Parade and Festival welcomes more than 250,000 people each year. It seems that everyone visits West Hollywood sooner or later. An estimated 70,000 people descend on the City each weekend to stay in the elegant hotels, watch the pretty people, and enjoy the world-famous Sunset Strip, the sizzling nightlife and the Gay and Lesbian-oriented bars on Santa Monica Boulevard.

FUN



ONGOING STRATEGIC PROGRAMS

DEVELOP PARKING OPPORTUNITIES

Explore the creation of off-street parking opportunities near all business districts.

PROMOTE ECONOMIC DEVELOPMENT WHILE MAINTAINING BUSINESS VITALITY & DIVERSITY

Recognize the strength of our diverse business economy.



INVESTING IN HUMANITY

CORE VALUES

RESPECT AND SUPPORT FOR PEOPLE

We recognize and celebrate the diversity of our community by treating all individuals with respect for their personal dignity and providing a wide array of specialized services. We promote mutual respect, courtesy, and thoughtfulness in all interactions with our citizens and with each other.

RESPONSIVENESS TO THE PUBLIC

We hold ourselves accountable to the members of our community and are committed to actively seeking public participation. We promote an open process through which we can respond to our constituents' needs while balancing competing interests and diverse opinions.

The social consciousness in this City is unique, particularly for one of its size. Since incorporation, West Hollywood has been extremely sensitive to civil rights and human rights issues and taken a determined, aggressive stand to protect those rights. Long before others recognized or were willing to acknowledge the significance of the AIDS epidemic, West Hollywood and Los Angeles were the first cities in the nation to pass HIV/AIDS Discrimination ordinances.

The City's *Domestic Partnership Ordinance* is also one of the country's first, and provides that two non-married adults can declare a Domestic Partnership if they are each other's sole partner and responsible for each other's welfare.

The *Ordinance Prohibiting Discrimination in Employment Based on Sexual Orientation* is one of the first and certainly the most comprehensive in the country.

Although discrimination based on religious beliefs is legislated at the Federal and State levels, it is unique among cities. Per West Hollywood Ordinance, however, no City employer, employment agency or labor organization can discriminate against, harass, refuse to hire, dismiss or refuse to promote an employee or applicant on the basis of his or her religious beliefs.

The *Ordinance Relating to the Prohibition of Harassment* prohibits malicious harassment because of sex, sexual orientation, race, national origin, marital status, religion, physical or mental condition or age.

The *West Hollywood Smoking Ordinance* protects against the health hazards of second-hand smoke in public places.

The City Council has passed ordinances prohibiting the City from doing business with countries that are in violation of human rights and mandated that its own vendors also not be involved in commerce with such countries. The sale of handguns was prohibited within the City long before most other cities made such a stand.

Providing Human Services to the West Hollywood community is both a challenge and an opportunity.

For the many residents living with HIV and/or AIDS, the City works closely with the following groups in providing a wide array of services, including:

- **AID for AIDS** — provides financial support to Persons Living With AIDS to pay for rent, utilities and pharmaceuticals
- **AIDS Project Los Angeles (APLA)** — comprehensive support for Persons Living With AIDS
- **Being Alive** — educational peer support, peer counseling and programming for Persons Living With AIDS
- **Los Angeles Free Clinic** — medical, dental, counseling and legal services
- **Los Angeles Shanti Foundation** — emotional support, counseling and educational programming for Persons Living With HIV and AIDS
- **PAWS/LA (Pets Are Wonderful Support)** — provides services to People With HIV/AIDS and other diseases and their pets, including veterinary care, pet supplies, foster homes, in-home pet-sitting and pet security deposits
- **Project Angel Food** — hot home-delivered meals for People Living With AIDS
- **The Los Angeles Gay and Lesbian Center (LAGLC)** — medical, legal, mental, and AIDS education services for Gay, Lesbian, Bisexual and Transgender clients.



Different needs confront the City's Senior citizens, including the unique challenges facing an aging Lesbian and Gay population. Some programs are:

- **Alternative Living For the Aging** — housing services including counseling, roommate matching, and placement in congregate living situations for Seniors whose housing needs have changed
- **West Hollywood Senior Center** — comprehensive services including counseling, case management, emergency check-in, recreation and education classes, and excursions
- **Jewish Family Services (JFS) Nutrition** — congregate meals and nutrition education for Seniors and Persons With Disabilities, and home-delivered meals and nutrition education for Seniors and Persons With Disabilities
- **JFS Partners ADHC** — Adult Day Health Care Services for Seniors and People Living With AIDS and other disabilities.

For the sizable Russian-speaking community, there is ongoing outreach. The Russian Advisory Board meets monthly with liaison City staff to discuss issues specific to their needs, and to familiarize them with the ins and outs of local government. Some of the resources tailored specifically for this constituency are:

- **The Russian Community Center** — comprehensive services including job and benefits counseling, citizenship classes and information and referrals for Russian-speaking immigrants
- **CBD College** — comprehensive computer and language training/job placement programs that serve low-income or unemployed Russian-speaking immigrants or refugees
- **Bet Tzedek Legal Services** — legal services for community members, with particular emphasis on benefits advocacy, landlord/tenant issues and Holocaust survivor benefits
- **West Hollywood Employment & Service Training Program (WHEST)** — employment services, including job development and job placement, referrals to language and job skills programs, a special employment/internship service for teens, and employment listings for West Hollywood businesses.

As Social Services needs evolve the City responds to them. The growing children and youth population has resulted in:

- **The new West Hollywood Teen and Senior Community Center at Plummer Park**, and its popular intergenerational Computer Room
- **The Children's Round Table**
- **The Youth Advisory Board**
- **Saturdays in the Park** (for families with children)
- **Sports, crafts, educational and recreation programs** targeting youth.

The City collaborates with the local early education and elementary schools, and has expanded its working relationship with the Los Angeles Unified School District. From the early days of incorporation, the City has donated an annual subsidy to Project 10 at Fairfax High School — a program which focuses on Gay and Lesbian high school support.

West Hollywood provides many more programs and services, including recreational, to its community. In fact, West Hollywood has spent about \$50 million on Social Services since incorporation, plus an additional \$1.7 million annually in various social-services-related transportation programs such as Taxi Coupons, Bus Passes, City Line and Dial-a-Ride.

Expenditures on Social Services make the Human Investment, which brings a significant return in a healthy and active community — the human bricks and mortar of the City.

ONGOING STRATEGIC PROGRAMS

SUPPORT PEOPLE THROUGH SOCIAL SERVICES

Continue to expand Social Services programs as appropriate to needs of the changing demographics.

VALUE AND ENCOURAGE OUR BROAD DIVERSITY OF CULTURES

Provide an environment that nurtures the variety of ethnicity, age, and sexual orientation that uniquely defines the West Hollywood community.

ENHANCE AND EXPAND DISABILITY ACCESS THROUGHOUT THE CITY

Encourage greater awareness and implementation of the Americans With Disabilities Act regulations.

INVESTING IN THE CITY



At the same time as investing in its humanity, West Hollywood has made ongoing and increasingly substantial investments in its physical landscape. More than \$100 million of its general government resources have been allocated to capital improvement projects, of which the largest and most ambitious was the award-winning reconstruction of Santa Monica Boulevard.



In early 1999, the City acquired the aging stretch of Santa Monica Boulevard from Doheny Drive to La Brea Avenue — part of Route 66 — from the State. With extensive community input, the Boulevard was fully redesigned and reconstructed in tandem with the installation of massive new sewer lines. A ten-year effort to place utility lines underground was completed. Many portions of the existing median were re-shaped. Traffic lanes were widened. Problematic intersections were re-configured and traffic lights replaced and re-timed. Extensive landscaping was incorporated, including the replacement of hundreds of trees. The result is spectacularly beautiful and infinitely more pedestrian and transportation-friendly.

Other capital improvements completed since Cityhood:

- The West Hollywood Community Center at Plummer Park
- William S. Hart Park
- Kings Road Park
- Kings Road Parking Structure
- The purchase and rebuilding of a new City Hall, and
- Construction of Fire Station #7 in collaboration with Los Angeles County

A new Library, two Park Master Plans and the Holloway Park and Veterans Memorial are currently in development.



PRIMARY STRATEGIC GOAL

MOVE FORWARD ON CITY PARKS AND LIBRARY AND EXPAND AND ENHANCE THE CITY'S GREEN AND PUBLIC SPACES

Complete the Park(s) Master Plan process and Library Project, and create and encourage more public open spaces wherever feasible.

ONGOING STRATEGIC PROGRAMS

UPGRADE EXISTING BUILDINGS & INFRASTRUCTURE

Recognize the need to shore up aging housing and make other private improvements, as well as invest in the City's infrastructure.

TRANSPORTATION SYSTEM IMPROVEMENT

Work to improve vehicular, pedestrian, and bicycle traffic.

EAST SIDE REVITALIZATION

Through the Community Development Commission and the Project Area Committee, continue to explore opportunities to enhance the City's East Side.

ADAPTABILITY TO FUTURE CHANGE

Through strategic planning, anticipate and plan for the future to ensure that we are providing relevant programs and policies.

A DELICATE URBAN

CORE VALUE

QUALITY OF RESIDENTIAL LIFE

We maintain a balanced sense of community by protecting quality of life, preserving our historic neighborhoods, safeguarding housing affordability, and proactively governing growth with care and thought.

West Hollywood's overall density of 18,998 persons per square mile is almost twice as much as any other local city and one of the densest in all of California. Its residential character is a blend of architectural richness and historic landmarks co-existing with the City's eclectic businesses.

Tensions arising from the residents' desire to retain parking spaces and personal privacy, and the resources the businesses need to survive require an ongoing balancing act. The City often works with a neighborhood and its surrounding commerce to discuss their differences and achieve solutions or compromise.

Further, the fight to maintain financial diversity has been ongoing and must continue if the City is to retain its unique vibrancy.

West Hollywood's first General Plan was adopted in 1989 and, after nearly 15 years, is undergoing its first comprehensive revision. Land use and zoning laws will be examined for their relevance to current needs.

The West Hollywood Rent Stabilization Ordinance - one of the nation's toughest rent control laws - was established in 1985 and rolled back rents to the level charged as of April 30, 1984. It



BALANCE

put a ceiling on the percentage of annual rent increases, regulated the rents of vacated units, and set a schedule for maintenance standards such as painting and replacing carpets and drapes. The Costa-Hawkins Rental Housing Act, however, passed by the California Legislature in 1995, allows landlords the right to set rents at market rate as units become vacant. Rent increases are then limited to an annual amount established by the City and all other elements of the Ordinance remain unchanged.

West Hollywood remains committed to providing market-rate and affordable housing for residents who face displacement due to rising housing costs. The West Hollywood Community Housing Corporation develops, owns and operates more than 200 affordable housing units in the City financed, in part, by the City's Housing Trust Fund. The West Hollywood Inclusionary Housing Program requires new residential developments to reserve a specific percentage of housing units for low and moderate-income persons.

In an effort to develop other possibilities for more affordable housing within the community, the concept of providing incentives for mixed-use and live-work development was proposed by the participants at virtually each of the strategic planning sessions.



PRIMARY STRATEGIC GOALS

MAINTAIN THE CITY'S UNIQUE URBAN BALANCE WITH EMPHASIS ON RESIDENTIAL NEIGHBORHOOD LIVABILITY

Recognize diverse and competing interests, and work to find balance.

AFFORDABLE HOUSING

Protect and enhance affordable housing opportunities, with emphasis on Rent Stabilization laws.

ONGOING STRATEGIC PROGRAMS

UPGRADE EXISTING BUILDINGS & INFRASTRUCTURE

Recognize the need to shore up aging housing and make other private improvements, as well as invest in the City's infrastructure.

TRANSPORTATION SYSTEM IMPROVEMENT

Work to improve vehicular, pedestrian, and bicycle traffic.

EAST SIDE REVITALIZATION

Through the Community Development Commission and the Project Area Committee, continue to explore opportunities to enhance the City's East Side.

ADAPTABILITY TO FUTURE CHANGE

Through strategic planning, anticipate and plan for the future to ensure that we are providing relevant programs and policies.

WHEN THE CREATIVE CITY

CORE VALUE

ECONOMIC DEVELOPMENT

We recognize that economic development is essential to maintaining quality of life for the entire community. We support an environment where our diverse and eclectic businesses can flourish, and seek to encourage mutually-beneficial and integrated relationships between them and our residents.

The businesses that populate West Hollywood are as diverse and colorful as its residents. Mom and Pop stores co-exist with boutiques. Russian specialty stores and markets co-exist with posh hotels, popular avant-garde nightclubs, restaurants, florists, pet emporiums, and medical and legal professional services. You name it, we've got it.

West Hollywood has long been considered a place where creativity gets down to business. The Pacific Design Center anchors the Avenues of Art and Design and its abundance of art galleries, showrooms and specialty shops — considered the premier West Coast destinations for interior design. Designer boutiques of all stripes beckon.

Santa Monica Boulevard is considered the City's main street and the pulse of the Gay and Lesbian community and its related businesses. It is also the site of the annual West Hollywood Halloween Carnaval and Christopher Street West Lesbian, Gay, Bisexual and Transgender Parade and Festival. The visual excitement resulting from Santa Monica Boulevard's reconstruction has brought it into a new era. It also remains home to neighborhood businesses, including those serving the Russian-speaking community — restaurants large and small, bars and markets.



GETS DOWN TO BUSINESS

The City offers business attraction and retention programs, removing roadblocks for new businesses whenever possible, and presenting an anti-bureaucratic environment with a user-friendly development review process.

The Eastside Revitalization Program has made it possible for small businesses to brighten their facades, make improvements and expand in other ways. West Hollywood's Business License Tax remains one of the lowest in the area.

The City works collaboratively with the West Hollywood Convention & Visitors Bureau, a non-profit organization that promotes travel and hospitality businesses and whose goal is to promote West Hollywood as an international, national and local tourist destination.

The City also works closely with the West Hollywood Chamber of Commerce, whose purpose is to provide support services and to advocate for a community environment where businesses can flourish.

Altogether, the West Hollywood business community is an unusual and diverse blend of commercial venues, with creative and energetic business people whose vitality has made West Hollywood one of the hottest business spots in Southern California.



PRIMARY STRATEGIC GOALS

DEVELOP PARKING OPPORTUNITIES

Explore the creation of off-street parking opportunities near all business districts.

FISCAL SUSTAINABILITY

Monitor, protect and increase City resources.

ONGOING STRATEGIC PROGRAMS

PROMOTE ECONOMIC DEVELOPMENT WHILE MAINTAINING BUSINESS VITALITY & DIVERSITY

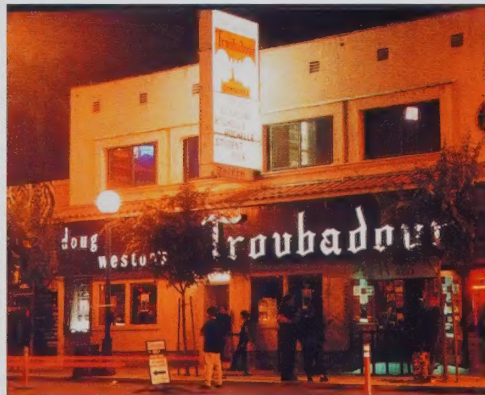
Recognize the strength of our diverse business economy.

EAST SIDE REVITALIZATION

Through the Community Development Commission and the Project Area Committee, continue to explore opportunities to enhance the City's East Side.

ADAPTABILITY TO FUTURE CHANGE

Through strategic planning, anticipate and plan for the future to ensure that we are providing relevant programs and policies.



OUR URBAN CHARACTER — A PO



CORE VALUE

QUALITY OF RESIDENTIAL LIFE

We maintain a balanced sense of community by protecting quality of life, conserving our historic neighborhoods, safeguarding housing affordability, and proactively governing growth with care and thought.

The architecture of West Hollywood reflects its transition from a workers' village for the railroad lines at the turn of the twentieth century to the increasingly dense urban village of today. Characterized by the adjacency of residential districts to main regional thoroughfares such as Sunset Boulevard and La Brea Avenue, the City's commercial buildings are frequently juxtaposed with residential neighbors. Architecture is made up of the variety of building types (Bungalow Court) and the variety of styles, (Spanish Colonial Variety) found throughout Southern California. However, lots in West Hollywood are generally smaller than elsewhere in the Los Angeles basin, and many older buildings are also small, giving the City a distinctive and intimate urban character.

Only a few residential buildings remain from the original turn-of-the-century community. Most of the City's single family homes and duplexes are small and date from the 1920s. Many are designed in a fundamental traditional vocabulary. Some are in a simplified Craftsman vein, and, like other Southern California cities, there is a significant number of residential buildings from the 1920s in Spanish Colonial Revival. The largest and most elaborate of these buildings are found in the Courtyard Housing District along Harper Avenue and Havenhurst Drive and incorporate elaborate ornamental features such as wrought iron, tiles and wooden corbels, along with a rich assortment of exterior courtyard spaces and balconies.

Each decade has layered its own character imprint into the mix. Development in the 1950s particularly changed the scale of some sections of West Hollywood, placing larger apartment buildings in existing neighborhoods and office towers along the Sunset Strip. Among the notable buildings from the 1940s and 50s are the upscale apartment buildings designed by Ed Fickett in the North Central Area of the City that feature outdoor private spaces adjacent to common areas, and a seamless merging of indoor and outdoor space.

Also in the 1950s, the tradition of remodeling the small houses in the Western Section of West Hollywood began, in which the original architecture was disguised by mansard roofs and arched entry doors. Due to the presence of interior design showrooms and studios nearby, many of the remodels had a decorator sensibility, featuring an ornamental piece such as a carriage lamp silhouetted in front of a portion of blank wall.

POURRI OF ARCHITECTURAL STYLES



In the 1950s and early 60s, straightforward “stucco box” apartment houses were especially common in the area south of Santa Monica Boulevard and east of Crescent Heights Boulevard. The stucco box was a pragmatic building type in which very simple buildings were adorned with mosaic tile panels, picture frame window surrounds and starburst lights. Many of them later became an important part of the housing stock for Russian-speaking immigrants to this area.

West Hollywood has a long and distinguished list of historic and cultural landmarks, including R.M. Schindler’s house from 1922, innovative in its use of space, construction and indoor-outdoor relationships, and Cesar Pelli’s bold Pacific Design Center (PDC) constructed in two phases, 1975 and 1987. Bigger and more monumental in scale than anything around it, the PDC took the art of the curtain wall skin and used it to create an unbroken volume of blue and green spandrel glass.

Some of the most significant landmarks constructed in the City in the recent past include Josh Schweitzer’s Temple Kol Ami on La Brea Avenue, Koenig Eisenberg’s Community Center in Plummer Park, David Denton’s Sunset View Plaza mixed-use development on a through lot from Sunset Boulevard to De Longpre Avenue, and Stefanos Polyzoides’ Seven Fountains courtyard housing complex on Harper Avenue. The City encourages this innovative quality through its Zoning Code and General Plan and its Historic Preservation programs.

The Architectural Section was written by West Hollywood staff member John Chase, Urban Designer and author of “Glitter Stucco and Dumpster Diving: Reflections on Building Production in the Vernacular City,” with additional commentary by John Keho, Senior Planner.

JOHN CHASE, URBAN DESIGNER AND AUTHOR

PRIMARY STRATEGIC GOAL

MAINTAIN THE CITY’S UNIQUE URBAN BALANCE WITH EMPHASIS ON RESIDENTIAL NEIGHBORHOOD LIVABILITY

Recognize diverse and competing interests, and work to find balance.

ONGOING STRATEGIC PROGRAMS

ENHANCE THE CULTURAL AND CREATIVE LIFE OF THE COMMUNITY

Continue and expand cultural and arts programming including: visual and performing arts, cultural and special events, and the City’s Cultural Heritage and Historic Preservation Programs.

UPGRADE EXISTING BUILDINGS & INFRASTRUCTURE

Recognize the need to shore up aging housing and make other private improvements, as well as invest in the City’s infrastructure.



SAFETY FIRST, SECOND, AND THIRD



CORE VALUE

PUBLIC SAFETY

We protect the personal safety of the people who live, work and visit in West Hollywood. We also safeguard the community from the threats of natural, technological and other hazards. Through preparation and planning, we minimize the effects of these disasters.

For the residents and the millions of visitors who come to the City each year, West Hollywood is one of the safest communities in Southern California. The City's law enforcement services are provided by the Los Angeles County Sheriff's Department. In response to the unique demographics of the community, West Hollywood Sheriff's Deputies utilize innovative law enforcement programs such as Community-Oriented Policing, Russian-Speaking Community Outreach, a Transgender Violence Taskforce, Domestic Violence Programs, Hate Crimes Enforcement and other special programs and services. The City has received numerous awards for its commitment to the public's safety.

As part of the Community-Oriented Policing Program, the City operates under the "broken window theory," which holds that broken windows, graffiti and dirty neighborhoods invite and propagate crime. Graffiti has a short life span in West Hollywood, and the City, as a whole, is kept bright and sparkling through contracted sweeping and trash services, a City-sponsored Clean and Green Program and a vigilant City Council and staff. People act differently if a neighborhood looks good, and we make sure that ours do.

Citizen involvement is a vital component in crime prevention. There are 25 active Neighborhood Watch Groups in our 1.9 square miles, and most of those participate in the annual National Night Out Against Crime. Music is a common thread running through the events, and they literally dance in the streets to jazz combos, swing bands and DJs.

The City is a member of the Los Angeles County Fire District, and property owners pay a special tax assessment directly to the District to cover the costs of providing fire protection. The City has more than 60 Firefighters, a Deputy Chief and Assistant Chief, and houses two Fire Stations:

Los Angeles County Fire Station No. 7, with a Satellite Office for Assistant Chief and a Battalion Chief's Office, Paramedic Engine 7 and Paramedic Squad 7 ; and

Los Angeles County Fire Station No. 8, with Engine 8, Paramedic Squad 8, and Lightforce, a Unit that includes Truck 8 and Engine 208.

Our contract with the County also provides us with immediate access to the USAR (Urban Search and Rescue) and HazMat teams, Air Operations, and other sophisticated resources.

In addition to providing all paramedic services, search and rescue, fire suppression, disaster/emergency response, and inspections, firefighters also provide public education outreach to schools, residents, Seniors and staff and teach two Community Emergency Response Team courses a year.



ONGOING STRATEGIC PROGRAMS

COLLABORATIVE PUBLIC SAFETY

Promote traditional and non-traditional approaches to public safety, recognizing diversity and community involvement.

COMMUNITY EDUCATION

Encourage civic engagement through public outreach.

ACTIVELY PARTICIPATE IN REGIONAL ISSUES

Effectively work and partner with our neighboring governmental agencies.

Steady growth in the City's strong economic base throughout its history is the foundation of its fiscal stability. Of the many factors that contribute to the City's financial success, some include:

Diversity of City Revenue Sources

West Hollywood is not dependent on a sole source of revenue in order to maintain its fiscal sustainability. Unlike many other cities, diversity in revenues allows the City to weather downturns in the national and local economies. West Hollywood's four primary revenue sources are sales tax, transient occupancy tax (bed tax), property tax, and fines, forfeitures and penalties. Roughly 80 percent of the City's operating budget — its General Fund — is revenue generated from business sources, and 20 percent is from residential, largely property taxes.

Aggressive Risk Management Program

The City has employed aggressive loss prevention programs and street/sidewalk improvement plans which help to ensure that financial exposure and potential losses to the City from legal claims remain low. The City is a member of the California Joint Powers Insurance Authority, which provides general liability insurance coverage for municipalities.

Strong Credit Rating

Moody's Investors Service gives the City a credit rating of Aaa for the debt that we have issued. Our debt has been issued at very favorable rates and the City has never defaulted on any payments. West Hollywood's annual debt service is less than 5 percent of the City's operating costs, which is low for California municipalities.

Effective Expenditure Controls

The City's primary expenditure control measure is the City Budget, which sets the priorities of allocation of City resources, and is an open and transparent public document. We know we are the custodians of taxpayer dollars and we take that responsibility very seriously. The Department of Finance & Technology Services employs many follow-up measures (audits, compliance policies, etc.) to make certain that resources are used in the manner for which they were budgeted.

The City of West Hollywood has received numerous and repeated awards and commendations for its Budget, including an award from the National Government Finance Officers Association, the California Society of Municipal Finance Officers Award for Excellence in Operational Budgeting, and the Distinguished Budget Presentation Award.



PRIMARY STRATEGIC GOAL

FISCAL SUSTAINABILITY

*Monitor, protect and
increase City resources.*

ALL IT TAKES IS MONEY

CORE VALUES

RESPECT AND SUPPORT FOR PEOPLE

We recognize and celebrate the diversity of our community by treating all individuals with respect for their personal dignity and providing a wide array of specialized services. We promote mutual respect, courtesy, and thoughtfulness in all interactions with our citizens and with each other.

RESPONSIVENESS TO THE PUBLIC

We hold ourselves accountable to the members of our community and are committed to actively seeking public participation. We promote an open process through which we can respond to our constituents' needs while balancing competing interests and diverse opinions.

IDEALISM, CREATIVITY AND INNOVATION

We value our artistic richness and support idealism and creativity. We are dedicated to consistently finding innovative and improved solutions in providing the best public services possible.



A DIFFERENT KIND
(I DON'T THINK WE'RE IN KANSAS)

West Hollywood's City Hall staff is made up of uncommonly bright and creative individuals who, as a whole, are a rare breed of local government employees. We do our best to reflect the City's Core Values by being accessible, actively responsive, and courteous to constituents and stakeholders. We are encouraged to seek solutions to an individual's problem in the most immediate and comprehensive way possible, and to find inventive methods of problem-solving when the situation does not lend itself to a clear-cut answer. Consistent effort is made to minimize the inevitable red tape.

Serving the community in this capacity is a challenge and keeps us on our toes. Our constituents are demanding, and we believe they have the right to be. The creation of Vision 2020 reflects the City Council and staff's determination to continually improve what is already one of the finest cities we know.

In this new millennium, West Hollywood is poised to achieve even greater success as we look forward and implement our new Strategic Plan — Vision 2020.



ONGOING STRATEGIC PROGRAMS

INSTITUTIONAL INTEGRITY

Maintain and enhance government integrity in all City operations and the efficient delivery of services.

COMMUNITY EDUCATION

Encourage civic engagement through public outreach.

OF GOVERNMENT
ANYMORE, TOTO)

STRATEGIC PLANNING, WEST HOLLYWOOD STYLE

What is Strategic Planning and why should we?

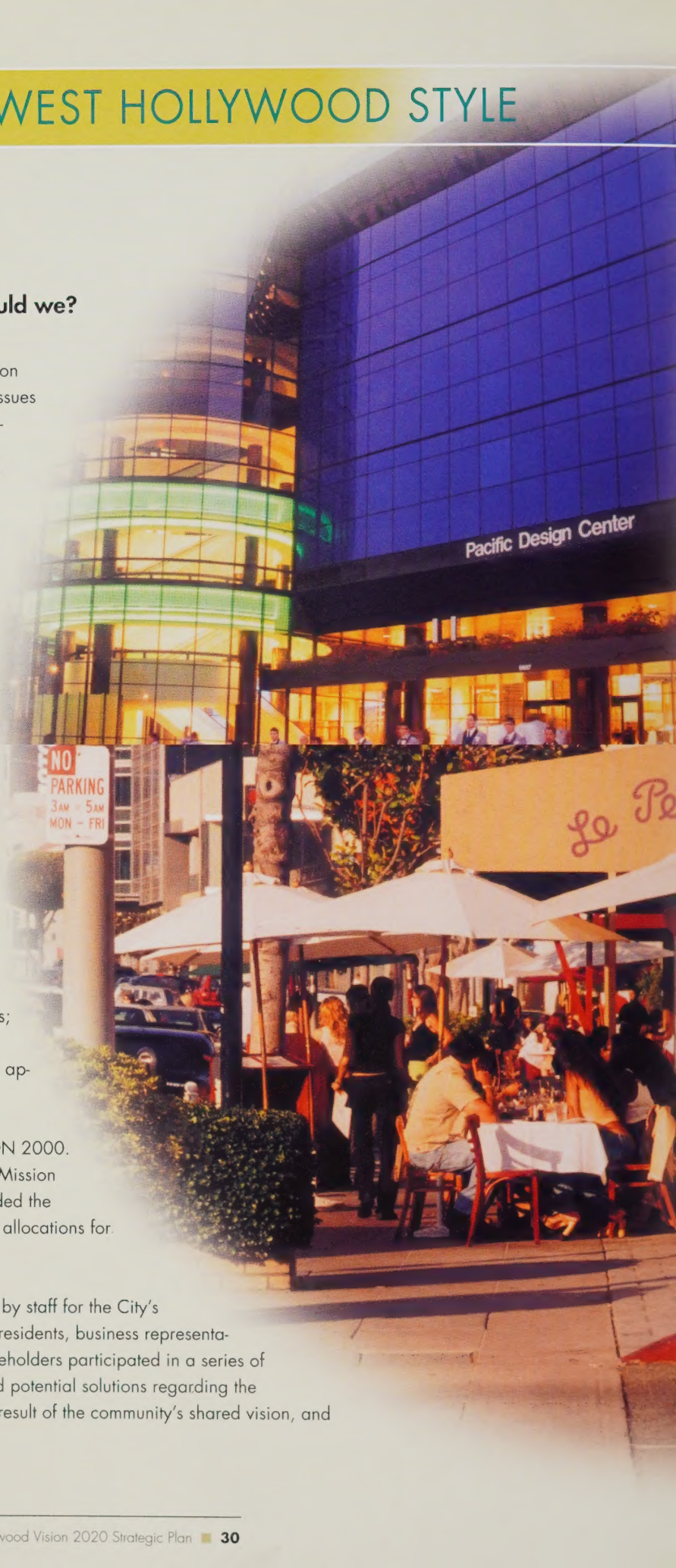
In local government, Strategic Planning is a collaboration between City staff and the community that focuses on issues affecting their daily lives. Social, economic and technological trends are examined, values and goals are assessed and refined, and the areas most deserving of the City's attention and resources are agreed upon. While fate will always alter the best-laid plans, Strategic Planning is, nonetheless, a means through which a community can shape its own destiny rather than allowing foreseeable future events to dictate its course of action.

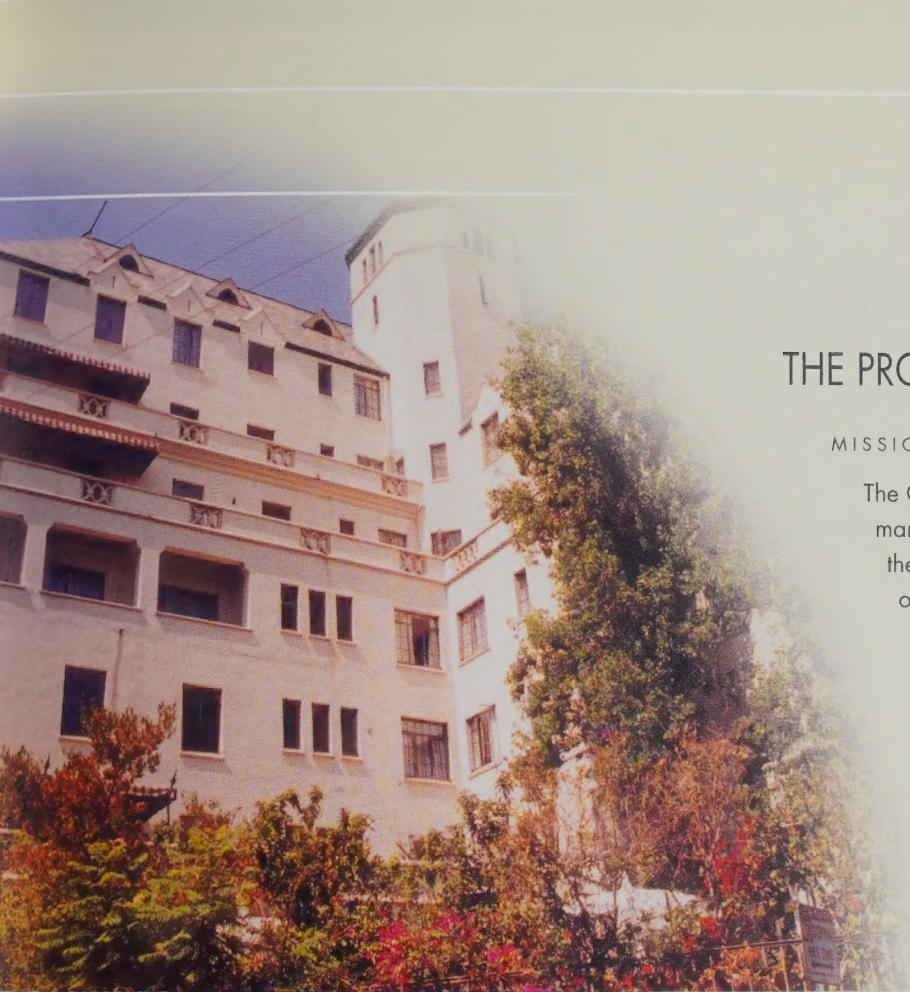
Most Municipal Strategic Plans include the following elements:

- 1 A Mission Statement and Core Values - who we are and what we want to achieve;
- 2 An environmental review of conditions within City Hall, within the City itself, and in the larger, global community. The clarification of these strengths, weaknesses, opportunities, and threats is known as a SWOT analysis;
- 3 A definition of Primary Goals and quantifiable periods of time for them to be accomplished;
- 4 Clearly-defined Strategies for achieving those Goals; and
- 5 Implementation that assigns responsibilities to the appropriate City departments.

In 1990, the City adopted its first Strategic Plan, VISION 2000. Several community meetings were held to develop the Mission Statement, Core Values and Strategic Issues and provided the blueprint of the City's programs, services and resource allocations for the following 12 years.

In October 2001, a massive outreach was undertaken by staff for the City's second Strategic Plan, VISION 2020. More than 250 residents, business representatives, community leaders, staff members and other stakeholders participated in a series of Visioning Workshops, providing staff with opinions and potential solutions regarding the issues affecting West Hollywood. VISION 2020 is the result of the community's shared vision, and will guide the City through the next 10 to 20 years.





THE PROCESS

MISSION STATEMENT

The City's Mission Statement was updated by City management and presented at the various meetings. With the help of the facilitators, participants voiced their opinions on the Statement and ways to improve and update it.

CORE VALUES ASSESSMENT

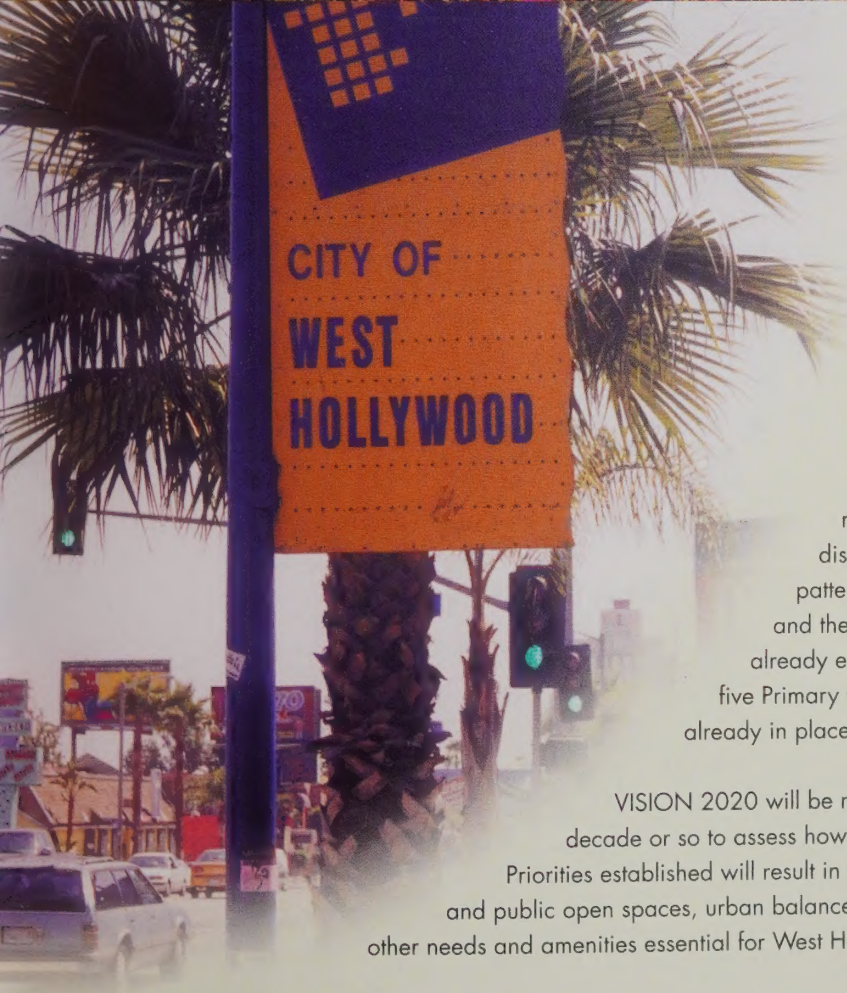
Core Values define the rules the City lives by in its governance and interaction with its citizens. Again, staff presented updated versions of them, and received input on how best to express and clarify them. Later in the process, a Strategic Planning Task Force representing specific elements of the community refined them further. When the City Council finalized them, they became the foundation of the City's new Strategic Plan.

ISSUE IDENTIFICATION

Participants were separated into small groups to identify key issues. An exhaustive SWOT (strengths, weaknesses, threats, opportunities) list was developed, from which they voted on the top three to five opportunities. Each sub-group reported their results to the group as a whole.

Throughout, staff documented all information received and added it to the growing stacks of opinions and recommendations. Although there were, naturally, some disagreements on the weight of individual issues, a clear pattern was emerging that ultimately led to five Primary Goals and the continuation of fourteen Ongoing Strategic Programs already established in the City's work plans. Significantly, even the five Primary Goals were not new, serving as an affirmation of programs already in place.

VISION 2020 will be reviewed during each two-year budget process for the next decade or so to assess how effectively the City is achieving the Plan's Goals. The Priorities established will result in more affordable housing, more parking, enhanced green and public open spaces, urban balance between residents and businesses, fiscal sustainability, and other needs and amenities essential for West Hollywood to continue as a thriving, stimulating community.





STRATEGY

Improve Neighborhood Livability: *Develop policies and procedures that address neighborhood livability and improve quality of life*

team

City Council
All City Departments, with emphasis on Public Safety and Community Services and the Department of Transportation & Public Works
Appropriate Boards & Commissions

stakeholders

West Hollywood Community

tasks

- Complete work on the High Impact Business Task Force
IMMEDIATE
- Revise the General Plan and stress urban balance and community livability
INTERMEDIATE
- Create incentives that improve neighborhood livability
INTERMEDIATE
- Address parking and traffic impacts upon residential neighborhoods
INTERMEDIATE
- Review the General Plan and Municipal Code to ensure consistency and full integration of City policies and laws
LONG-TERM

STRATEGY

Conduct Outreach and Education: *Increase outreach and education to the community and facilitate discussion between residents and business owners*

team

City Council
All Departments with emphasis on the Department of Finance & Technology Services and Public Information and Adjudication Services Department
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Neighborhood Watch Groups
West Hollywood Chamber of Commerce
Business Community
Developers

tasks

- Communicate existing codes
 - Implement permit tracking system
IMMEDIATE
 - Develop focused outreach programs
INTERMEDIATE
 - Increase cable and internet use for communications
IMMEDIATE
 - Coordinate City literature and mailings
IMMEDIATE
- Establish requirements for outreach responsibility to adjacent properties by businesses and developers
INTERMEDIATE
- Create forums for open discussion between residents and businesses when specific projects are proposed
INTERMEDIATE



PRIMARY

GOAL

MAINTAIN THE CITY'S UNIQUE URBAN BALANCE WITH EMPHASIS ON RESIDENTIAL NEIGHBORHOOD LIVABILITY

RECOGNIZE DIVERSE AND COMPETING INTERESTS, AND WORK TO FIND BALANCE

LEAD: Community Development Department

STRATEGY

Manage Growth: Develop systems to better evaluate a proposed project's impact on the urban balance

team

City Council
All City Departments
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Neighborhood Watch Groups
West Hollywood Chamber of Commerce
Construction Industry Groups

tasks

- Complete work on the High Impact Business Task Force
IMMEDIATE
- Track complaints and issues of residents and businesses separately
IMMEDIATE
- Strengthen the Development Review Committee (DRC) process
INTERMEDIATE
- Improve coordination among agencies and City departments during construction and occupancy phases
INTERMEDIATE



STRATEGY

Priority Setting: Establish a system for setting priorities in order to assure efficient governance

team

City Council
Public Safety & Community Services
Appropriate Boards & Commissions

stakeholders

West Hollywood Chamber of Commerce
Neighborhood Watch Groups
Residents
Businesses

tasks

- Resident-to-resident issues
IMMEDIATE
- Resident-to-business issues
INTERMEDIATE
- Business-to-business issues
INTERMEDIATE



STRATEGY

Support affordable housing



A

Build housing

team

City Council
Community Development
Department
Department of Transportation &
Public Works
Department of Finance and
Technology Services
Public Information &
Adjudication Services
Department
City Attorney
West Hollywood Community
Housing Corporation
Appropriate Boards &
Commissions

stakeholders

Low and Moderate Income
Households, Seniors, People
with Disabilities
Residents
Non-profit Developers

tasks

- Work with non-profits to explore affordable housing opportunities
ONGOING
- Include housing in mixed-use developments
ONGOING
- Explore adaptive re-use opportunities for creating affordable housing
ONGOING
- Identify new housing opportunities:
 - Identify sites
 - Identify housing type and need
 ONGOING
- Identify funds for housing development and rehabilitation
ONGOING

B

Use the General Plan, the Zoning Ordinance and other tools to create affordable housing opportunities

team

City Council
Community Development
Department
Department of Transportation &
Public Works
Department of Finance and
Technology Services
Public Information & Adjudication
Services Department
City Attorney
Architects & Developers
Appropriate Boards & Commissions

stakeholders

West Hollywood Community

tasks

- Implement the mixed-use zoning called for in the Housing Element
IMMEDIATE
- Evaluate the Zoning Ordinance for architectural and zoning impediments
IMMEDIATE
- Research design standards to increase affordable housing opportunities
IMMEDIATE AND INTERMEDIATE
- Identify opportunities for increased density
IMMEDIATE AND INTERMEDIATE

C

Maintain the existing housing stock

team

City Council
Human Services Department
Community Development
Department
Department of Transportation &
Public Works
Department of Finance and
Technology Services
Public Information & Adjudication
Services Department
City Prosecutor
Other Cities
State of California
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Property Owners
Tenants

tasks

- Identify at-risk housing
IMMEDIATE
- Identify and legalize illegal units where possible
IMMEDIATE
- Create policy for soft-story retrofitting
INTERMEDIATE
- Identify incentives for rehabilitation without displacement
INTERMEDIATE
- Create a policy for newly-identified health and safety hazards
IMMEDIATE
- Utilize code compliance to maintain existing housing stock
IMMEDIATE

D

Provide supportive social services to maintain residents in their own homes

team

City Council
Community Development
Department
Human Services Department
Department of Transportation &
Public Works
Department of Finance and
Technology Services
Public Information & Adjudication
Services Department
Local Non-profit Service Providers
Appropriate Boards & Commissions

stakeholders

West Hollywood Residents

tasks

- Contract with local Social Services providers
ONGOING
- Monitor and report on program progress
ONGOING
- Provide opportunities for collaborative planning
ONGOING



GOAL

AFFORDABLE HOUSING

PROTECT AND ENHANCE AFFORDABLE HOUSING OPPORTUNITIES,
WITH EMPHASIS ON RENT STABILIZATION LAWS

LEAD: Department of Rent Stabilization & Housing



STRATEGY

Maintain, enhance and enforce the Rent Stabilization Ordinance

team

City Council
Public Information & Adjudication Services Department
Community Development Department
Department of Transportation & Public Works
Department of Finance and Technology Services
City Attorney
City Prosecutor
Other Cities and Tenants Rights Groups — Joint Efforts on Legislation
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Tenants
Property Owners

tasks

- Amend the Rent Stabilization Ordinance
IMMEDIATE
- Establish coordinated efforts to effect legislative change
IMMEDIATE
- Improve information, outreach resources regarding tenant harassment and similar issues
ONGOING
- Provide additional resources for investigation, mediation and prosecution
IMMEDIATE
- Conduct research on condominium conversion and tenant protection
IMMEDIATE
- Develop a Judicial Handbook on the West Hollywood Rent Stabilization Ordinance
IMMEDIATE

STRATEGY

Facilitate intergovernmental coordination

team

City Council
Community Development Department
Department of Transportation & Public Works
Department of Finance and Technology Services
Public Information & Adjudication Services Department
City Attorney
Legislative Lobbyists
Other Cities and Tenants Rights Groups
County, State and Federal Agencies and Legislators: Formulating Legislation, Forming Coalitions, Advocating
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Tenants
Property Owners

tasks

- Encourage enabling legislation to obtain housing money from other jurisdictions
IMMEDIATE
- Conduct ongoing communication with County, State, and Federal agencies through summits, e-mails and quarterly meetings
IMMEDIATE
- Work with other jurisdictions on issues affecting rental housing
IMMEDIATE
- Become a major legislative advocate at the Federal level
IMMEDIATE
- Work to improve communications with the Department of Housing and Urban Development (HUD) and the Community Development Commission (CDC)
IMMEDIATE
- Work with other cities facing rising housing costs
IMMEDIATE
- Work with community groups that support affordable housing
IMMEDIATE



STRATEGY

Sustain and strengthen existing measures to increase fiscal responsibility and accountability

team

City Council
All City Departments
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
West Hollywood City Hall

tasks

- Analyze and adjust fee schedules
IMMEDIATE
- Increase coordination of projects
IMMEDIATE AND ONGOING
- Improve active collections
IMMEDIATE AND ONGOING
- Re-engineer City processes: mailings, recycling, purchasing coordination, and establish priorities
ONGOING
- Improve technology use
ONGOING
- Increase education on fiscal responsibility techniques
IMMEDIATE AND ONGOING
- Ensure funding of a project before it is designed
IMMEDIATE AND ONGOING

STRATEGY

Diversify the economy of the City

team

City Council
Department of Economic Development
Redevelopment Agency
City Manager
Public Information & Adjudication Services
Department
West Hollywood Convention & Visitors Bureau
West Hollywood Chamber of Commerce
Appropriate Boards & Commissions

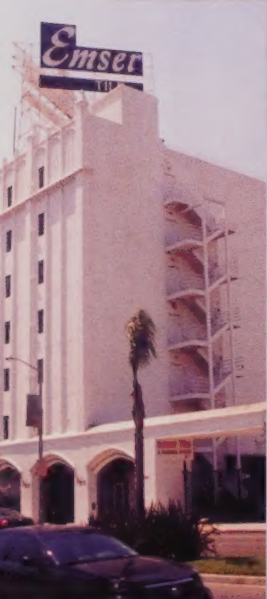
stakeholders

West Hollywood Community
Business Operators
Developers

tasks

- Develop the economic base beyond travel and tourism
ONGOING
- Implement Eastside redevelopment
ONGOING
- Create a marketing and branding strategy and campaign for the City:
 - Shop West Hollywood
 - Business Directory
 - Internet/"virtual" shopping districts
 - Create a regional/special event venue
 - Do targeted marketing of restaurants and galleries
 - Increase activity with West Hollywood Convention and Visitors Bureau
 - Explore corporate sponsorships for events

ONGOING



GOAL

FISCAL SUSTAINABILITY

MONITOR, PROTECT AND INCREASE CITY RESOURCES

LEAD: Department of Finance & Technology Services

STRATEGY

Monitor and protect State and Federal resources through collaboration with other Westside cities

team

City Council
City Lobbyist
All Department Directors
Westside Cities
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Westside Cities

tasks

- Lobbying efforts
IMMEDIATE AND ONGOING
- Legislation
IMMEDIATE & ONGOING
- Augment existing funding
ONGOING

STRATEGY

Maximize grants and funding opportunities

team

City Council
All Department Directors
All Division Managers

stakeholders

West Hollywood Community
West Hollywood City Hall

tasks

- Develop a central clearinghouse among City departments and divisions for grants and funding
INTERMEDIATE
- Create a cadre of City staff grant writers
INTERMEDIATE
- Maximize use of existing funds such as Propositions A and C and Community Development Block Grant
ONGOING



STRATEGY

Initiate, place on ballot for voter approval, and, if approved, implement tax measures

team

City Council
Department of Economic Development
Department of Transportation & Public Works
Various Consultants
Administrative Services Department
City Clerk's Division

stakeholders

West Hollywood Community
Business Operators
West Hollywood City Hall

tasks

- Parking taxes
IMMEDIATE
- Entertainment tax
IMMEDIATE
- Business License Tax
IMMEDIATE
- Library Assessment Tax
IMMEDIATE



STRATEGY

Create the West Hollywood Park Master Plan and revisit the existing Master Plan of Plummer Park and implement both

team

City Council
Community Development Department
Department of Transportation & Public Works
Public Information and Adjudication Services Department
Department of Finance and Technology Services
Park Master Plan Steering Committee/Advisory Board
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Visitors
Various Park Users and User Groups (Active and Passive)
Special Event Groups

tasks

- Continue the community process to create the Park Master Plans
IMMEDIATE
- Adopt Park Master Plans
INTERMEDIATE
- Prepare implementation strategy
INTERMEDIATE
- Identify funding sources
ONGOING
- Begin implementation of Plans
INTERMEDIATE AND LONG-TERM



STRATEGY

Proceed with the new Library

team

City Council
Administrative Services Department
Community Development Department
Department of Finance and Technology Services
Public Information and Adjudication Services Department
Linda Demmers, Library Planning Consultant
Los Angeles County Library System
State of California/Funding
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Visitors
Los Angeles County Library System
Local Educational Institutions
Groups with Specialty Book Collections
West Hollywood Library Task Force
Friends of the West Hollywood Library



tasks

- Identify site and acquire land
IMMEDIATE AND INTERMEDIATE
- Design library concept
INTERMEDIATE
- Negotiate operating agreement with Los Angeles County
INTERMEDIATE AND LONG-TERM
- Identify public and private funding for building and operating the library
INTERMEDIATE AND ONGOING
- Apply for State Library Bond Act Funds by March 2003
INTERMEDIATE

PRIMARY

GOAL

MOVE FORWARD ON CITY PARKS AND LIBRARY AND EXPAND AND ENHANCE CITY'S GREEN AND PUBLIC SPACES

COMPLETE THE PARK(S) MASTER PLAN PROCESS AND LIBRARY PROJECT, AND CREATE AND ENCOURAGE MORE PUBLIC OPEN SPACES WHEREVER FEASIBLE

LEADS: Human Services Department
Department of Economic Development

STRATEGY

Create open and public spaces

team

City Council
Community Development Department
Consultants
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Visitors
Owners of potential open space sites

tasks

- Develop an Open Space Policy
IMMEDIATE
- Identify funding sources
IMMEDIATE & ONGOING
- Acquire sites
ONGOING
- Develop cooperative agreements with private and public agencies
ONGOING



STRATEGY

Green West Hollywood

team

City Council
Community Development Department
Consultants
Appropriate Boards & Commissions

stakeholders

West Hollywood Community
Visitors
West Hollywood Tree Preservation Society
Tree People

tasks

- Protect and enhance the urban forest
IMMEDIATE AND ONGOING
- Identify public rights-of-way to create green space
ONGOING
- Develop and implement a "Greening West Hollywood Plan"
INTERMEDIATE AND ONGOING
- Explore creation of a "Heritage Tree Program"
INTERMEDIATE





STRATEGY

Build public parking facilities

team

City Council
Department of Economic Development
Redevelopment Agency
Community Development Department
Department of Finance and Technology Services
Department of Rent Stabilization & Housing
Human Services Department
Appropriate Boards & Commissions

stakeholders

West Hollywood Businesses, Consumers and Constituents

tasks

- Create public-private partnerships on City-owned land, land acquired through the Redevelopment Agency & developer-owned land

IMMEDIATE

- Acquire land to build parking facilities for garages, lots and public joint use

INTERMEDIATE

- Consider building smaller surface parking lots

LONG-TERM

- Build City-owned and operated garages

INTERMEDIATE

- Create parking on City-owned property

INTERMEDIATE AND LONG-TERM

- Acquire land through the City's Redevelopment Agency

INTERMEDIATE AND LONG-TERM

- Identify additional privately-owned property for parking

INTERMEDIATE AND LONG-TERM



STRATEGY

Create parking incentives for including additional parking in new development

team

City Council
Community Development Department
Department of Economic Development
Appropriate Boards & Commissions

stakeholders

West Hollywood Community Developers

tasks

- Use General Plan review to reconsider increasing density and height

INTERMEDIATE

- Obtain zoning concessions at sites where necessary

IMMEDIATE

- Develop a plan to encourage developers to provide "extra parking"

IMMEDIATE



PRIMARY

GOAL

DEVELOP PARKING OPPORTUNITIES

CREATE OFF-STREET PARKING FACILITIES NEAR ALL BUSINESS DISTRICTS

LEAD: Department of Transportation and Public Works

STRATEGY

Create partnerships for "shared parking"

team

City Council
Community Development
Department
Department of Economic
Development
Redevelopment Agency
Appropriate Boards &
Commissions

stakeholders

Commercial & Residential
Property Owners
Pacific Design Center
Businesses

tasks

- Aggressively identify sites

IMMEDIATE

- Improve utilization of the Pacific Design Center

IMMEDIATE

- Evaluate shuttle operations

IMMEDIATE

- Re-examine zoning and/or zoning codes

IMMEDIATE

STRATEGY

Create additional funding sources for parking

team

City Council
Department of Economic
Development
Community Development
Department
Department of Finance &
Technology Services
Appropriate Boards &
Commissions

stakeholders

Commercial Property Owners
Commercial Developers
Parkers
Parking Permit Holders
People Who Get Parking Tickets

tasks

- Establish and implement or supplement Business Improvement Districts (BIDS) for parking purposes

INTERMEDIATE

- Refine parking in-lieu fee

INTERMEDIATE

- Increase parking meter revenues

IMMEDIATE

- Increase permit parking fees

IMMEDIATE

- Increase parking citation revenues

IMMEDIATE

- Consider a parking tax

IMMEDIATE



JUST HOW DOES THE CITY PLAN TO IMPLEMENT THE AGGRESSIVE GOALS AND OBJECTIVES IN THE NEW STRATEGIC PLAN? AS ALWAYS, IT IS THE DAY-TO-DAY OPERATIONS OF CITY GOVERNMENT THAT MAKE THE GOALS OF THE CITY COUNCIL AND THE COMMUNITY A REALITY. THE FOLLOWING ARE BRIEF SKETCHES OF THE HUMAN INFRASTRUCTURE THAT WILL CONTRIBUTE TO ACHIEVING VISION 2020.

CITY DEPARTMENTS AND DIVISIONS

CITY COUNCIL

The City of West Hollywood is a City Council/City Manager form of local government. The City Council is a body of five members elected by the residents of West Hollywood who serve the community for staggered four-year terms. The City Council develops policy. With the adoption of VISION 2020, the Council has established its primary strategic policies for the City for the next several decades.

CITY MANAGER

It is the City Manager's job to implement the vision and broad policy goals of the Council and ensure that City operations remain true and consistent with the Mission Statement and Core Values. This is accomplished by providing administrative leadership and direction to City management and staff.

CITY MANAGER'S DEPARTMENT

The City Manager directly supervises all City Department Directors, oversees the Department of Public Safety & Community Services and the Department of Economic Development. The City Manager also serves as Executive Director of the West Hollywood Redevelopment Agency and the Housing Authority.

PUBLIC SAFETY AND COMMUNITY SERVICES

Public Safety and Community Services is responsible for oversight of the day-to-day delivery of public safety services including law enforcement, fire protection, emergency services, commercial code compliance, and the Neighborhood Watch Program. Code Compliance verifies and ensures that businesses operate in compliance with the laws and regulations of the City of West Hollywood. Law enforcement services are provided through a contract with the Los Angeles County Sheriff's Department and the City is a member of the Los Angeles County Fire District.

DEPARTMENT OF ECONOMIC DEVELOPMENT

Economic Development provides leadership and direction to the City in the development and management of its relationship with the business community, creating and managing a range of programs that support and develop a vibrant local economy. It is responsible for business attraction, retention and expansion, economic planning and forecasting, expanding the City's economic base in tourism, job training and workforce development, and the Urban Art Program.

CITY ATTORNEY

As the City Council's chief legal advisor, the City Attorney's duties include reviewing and drafting new City ordinances, major contracts, and program guidelines, prosecution of Municipal and Criminal Code violators, and legal defense of challenges to City policies, procedures and other City actions. The City also employs outside prosecution services and the Los Angeles County District Attorney's Office for major criminal and flagrant code compliance prosecutions.

ADMINISTRATIVE SERVICES DEPARTMENT

The Department of Administrative Services is responsible for the planning, direction, coordination and implementation of internal organizational programs and special projects/programs as assigned by the City Manager. Its overall focus includes organizational development, employee morale, leadership development and labor relations. In addition, it oversees the Administrative Remedies Program.

CITY CLERK'S DIVISION

The City Clerk's Division is the City's Recording Secretary and is charged with maintaining all City records. The Division's services include election administration, maintenance of City records and information, support for City Council and Boards and Commissions, Municipal Code codification, political reform and lobbyist information, and the implementation of the Domestic Partnership Program.

HUMAN RESOURCES DIVISION

The Human Resources Division administers all City employee programs, including the recruitment of employees, benefits administration, position classification and employee compensation. The Division also oversees the administration of personnel laws and policies and promotes the development of employees through motivational programs and training opportunities.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department manages the City's urban environment and works to create a livable community that balances the needs of residents, businesses, property owners and visitors. The Department also serves as a leader in coordinating and focusing inter-departmental projects that address the wide number of planning, development, parking and transportation issues that West Hollywood confronts on a daily basis.

PLANNING DIVISION

The Planning Division is responsible for implementing land use policies and ordinances, administering the Zoning Code and providing a variety of other services ranging from updating the City's General Plan to issuing sign permits. The Division serves as the liaison to the City's Planning Commission and Cultural Heritage Commission and is responsible for reviewing plans for physical development projects, including new construction, landscaping and remodeling.

BUILDING & SAFETY DIVISION

The Building & Safety Division enforces the building, electrical, plumbing and mechanical codes, and certain Municipal Codes as adopted by the City Council. It is responsible for enforcement of the California State Accessibility and Energy Conservation Regulations. Building & Safety reviews and processes Permit Applications, Plan Check Applications, calculations, geo-technical reports, and other related documents, and performs inspections at all construction projects.

DEPARTMENT OF FINANCE & TECHNOLOGY SERVICES

The Department of Finance and Technology Services is responsible for fiscal oversight of the City. The Department Director serves as Controller and Treasurer of the City's financial operations.

GENERAL ACCOUNTING AND ORGANIZATION SERVICES (GAOS)

The GAOS Division is responsible for the administration of Accounts Payable, Long-Term Debt, cash management, bank reconciliation and investment of the City's financial portfolio. It also ensures compliance with internal controls, the City's financial policies and the Budget.

BUDGETING AND PAYROLL

This Division is responsible for the preparation of the City's two-year operating and capital Budget, forecasting and maintaining the Budget during the two year cycle. The Division is also responsible for Payroll.

REVENUE MANAGEMENT

Revenue Management monitors the receipt of all revenues, administers the Business License Tax program, and provides analysis of current revenue collections and future revenue trends. The Division helps to administer contracts, Federal, State and County grants, and conducts fiscal review of the social services contracts.

INFORMATION SYSTEMS

The Information Systems Division enables the organization to meet its objectives by providing and promoting the use and understanding of technology. It provides a high level of service through developing, maintaining and enhancing all the City's computer and telephone systems.

MAKING THE VISION A REALITY

IMPLEMENTING VISION 2020

HUMAN SERVICES DEPARTMENT

The Human Services Department is responsible for administering and supervising Recreation Services, Social Services, City Parks maintenance and programs, and Building and Landscape Facilities.

RECREATION SERVICES

The Recreation Services Division provides quality leisure services to all residents and guests through programs in the City Parks, field trips, and in other environments at a cost affordable to the community. It oversees the City's huge annual Halloween and Christopher Street West Lesbian, Gay, Bisexual & Transgender Parades and Festivals, and other special events.

SOCIAL SERVICES

Since incorporation, Social Services has been a major priority for the City. The Social Services Division is responsible for the social services, health education and other human information needs of the community. Some of the programs and services it provides are for Seniors, People Living With HIV/AIDS, the homeless, the Gay, Lesbian and Transgender population, children and teens, and Russian-speaking immigrants. West Hollywood is a national leader in the area of Social Services and consistently wins awards and a wide variety of grants. It also administers grants to non-profit social service providers who then administer important programs and services to the community.

FACILITIES AND LANDSCAPE MAINTENANCE

The Facilities and Landscape Division maintains, repairs and improves City-owned or leased buildings, parks, medians, associated landscaped areas, streetscapes, street trees and vehicles. This Division manages all capital projects relating to parks, buildings and streetscape improvements and their associated amenities and appurtenances. It is in charge of graffiti removal and Animal Care and Control Services, and is currently developing two Park Master Plans.

PUBLIC INFORMATION & ADJUDICATION SERVICES DEPARTMENT

The Public Information and Adjudication Services Department is responsible for planning, directing and managing the activities of the Public Information Office, Cable Television and Public Access Office, Film Office, content management on the City's Web-page, Adjudication Services Division, and managing the contract with the City Prosecutor.

PUBLIC INFORMATION/CABLE TELEVISION

The Public Information/Cable Television Division is responsible for the Public Information Office, Film Office, City's Web-page, Citychannel 10 and Channel 6, West Hollywood Public Access and regulating the City's Franchise Agreement with Adelphia Cable.

ADJUDICATION SERVICES

The Adjudication Services Division is responsible for Municipal Administrative Hearings, Municipal Code prosecutions, supervision/liaison with the City Prosecutor, civil mediation programs, and legal support for the City Attorney, City Clerk, Code Compliance, and the City Manager's Department.

DEPARTMENT OF RENT STABILIZATION & HOUSING

The Department of Rent Stabilization and Housing manages housing programs and policies for the City, Community Development Block Grant-funded programs, Residential Code Compliance, and East Side Redevelopment. The Department's Mission is the preservation of existing affordable housing, fair regulation of rental housing, the creation of new market-rate and affordable housing and the promotion of a strong and vibrant community.

RENT INFORMATION AND RECORDS

The Rent Information and Records Division regulates the City's Rent Stabilization laws and provides a breadth of information and counseling services to both tenants and owners of residential rental properties in the City. These services include in-house counseling services and written materials concerning the rights and responsibilities of all concerned. The Division also tracks residential rental units for compliance with State statutes and City ordinances, and investigates complaints regarding violations of the City's Rent Stabilization Ordinance.

HOUSING & RESIDENTIAL CODE COMPLIANCE

The Housing & Residential Code Compliance Division is responsible for the City's affordable housing programs including new construction, rehabilitation of existing buildings, inclusionary housing and management of State and Federal programs. The Division implements and enforces laws with respect to residential property maintenance.

DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS

The Department of Transportation and Public Works is responsible for developing and maintaining programs to enhance mobility and maintain the City's transportation facilities and other infrastructure in the public right-of-way.

PARKING SERVICES

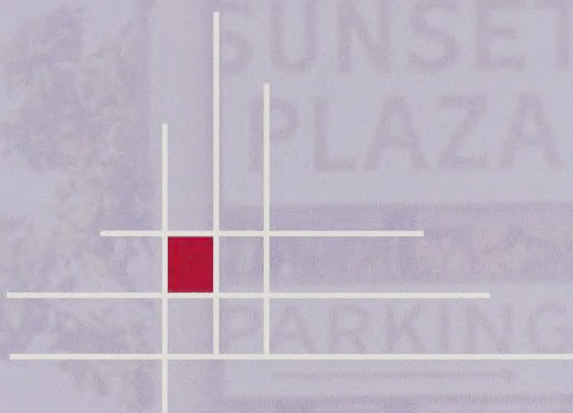
The Parking Services Division oversees Permit Parking, establishment and enforcement of off-street parking structures and surface lots, installation and maintenance of parking signs, and special event parking. The Division also creates and oversees parking programs in the City, such as parking meter maintenance including installations, repairs, collections and meter Cash Keys. The Division manages Parking Enforcement, Scofflaw Vehicle Enforcement and citation processing, and Parking Citation Adjudication and collections.

TRANSPORTATION & TRANSIT

The Transportation & Transit Division facilitates transportation in the City by implementing, maintaining and improving neighborhood traffic management, traffic controls and pedestrian crossings, managing local transit services, regulating taxi cabs, assessing the impact of local development on the transportation system, applying measures and/or fees toward mitigation, and forecasting and implementing plans for future needs.

ENGINEERING

The Engineering Division manages infrastructure located within the public right-of-way in the City of West Hollywood, including capital improvements, maintenance, and emergency operation activities for roads, sidewalks, sewers, storm drains, street lighting and traffic signals. The Division is responsible for planning, implementation and supervision of the Integrated Waste Management Plan for citywide Solid Waste Disposal, Recycling, Waste Reduction and Hazardous Waste Management.



The best way
to predict the future
is to invent it.

— ALAN KAY

COMPUTER SCIENTIST

U.C. BERKELEY LIBRARIES



C124926795



CITY OF WEST HOLLYWOOD

8300 SANTA MONICA BOULEVARD • WEST HOLLYWOOD, CA 90069-4314

323.848.6400 • www.weho.org